

Endgame

A GAMING AND SIMULATIONS QUARTERLY

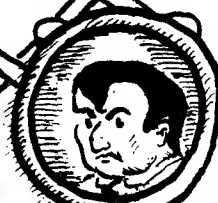
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Introduction/Review of Gaming Literature
Book Reviews
Up the Peeriscope

April 1973 Issue

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NAPOLEON



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XENOLOGIC

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LAWRENCE WILLIAM PEERY

Editor

Contributing Editors

Douglas Beyerlein

Richard A. Brooks

Gary Gehrke

Rating Systems

Variants

Postal Gaming

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REMARKS OF LYNDON B. JOHNSON

Gaming and simulations exists within a real world, something many of us tend to forget. This is especially true of politico and politico-military gaming. Thus, when we have an opportunity to learn from a figure of both political and historical importance, it behoves us to listen to what he has to say; regardless of whether we agree or disagree with his words. We are very pleased to present, in response to an invitation from the Institute, and through the kindness of Miss Mary Rather and Dr. Walt Rostow, some of President Johnson's last reflections on our nation and our young people.

NATIONAL EXECUTIVE UTILITY SIMULATION

NEXUS, and PROJECT MININEXUS, will be of primary importance to the Institute during the coming months. NEXUS is a one-man simulation, which can be learned in about 30 minutes, designed to test a person's performance as President of the United States in the contemporary era. In this issue we present an article about NEXUS, highlights of the rules, the Abstract, and information about PROJECT MININEXUS. The complete NEXUS will be published later this month by the Institute.

ON THE CIA, SCHLESINGER, IRAN, AND HELMS

Perhaps this article, crystal-ball gazing if you will, will prompt someone to begin work on a simulation dealing with the Persian Gulf. Nothing could be more timely; nor more interesting than this rich and vital country. If nothing else it's intriguing (pardon the pun) that the CIA has finally been welcomed into a foreign country.

SWORDS AND FLOWSHARES.....SOLDIER.....

GAMING AND SIMULATIONS LITERATURE REVIEW

One of the first attempts at a broad survey of gaming and simulations literature from a variety of sources. Designed to help the novice find his way through a maze of confusing, if stimulating, articles, papers, and books. Comprehensive enough to be a minisurvey of the current state of gaming and simulations research in this country.

MORE SECURITY LEAKS FROM NATO

An otherwise obscure and boring command post exercise, WINTEX 73, has become a cause celebre in West Germany when the Soviet ambassador returned some top secret NATO documents to the West German Foreign Ministry. Gehlen is retired but one wonders what he thinks about all this.

AND NEXT ISSUE

TACTICAL EXERCISE SIMULATOR AND EVALUATOR

The Naval Electronics Laboratory Center on Point Loma has announced that it is participating in the development of "one of the most versatile and complex war game simulators ever designed."

"The system will provide a real-time arena in which all of the decisions that can confront a Marine battalion staff in an actual field situation can be made...."

The system, called TESE (for Tactical Exercise Simulator and Evaluator), will be used to train officers at the Marine Corps Amphibious School in Quantico, Va.

War game simulators are something like a super-sophisticated version of "Electric Football."

Instead of programing the movements of football teams, the officers who will be future battlefield commanders manipulate mock armies against an enemy force to apply what they have learned in the classroom and test the outcome.

NELC said the new simulator, to be operational in 1975, will be able to characterize the personnel, equipment, and procedures for a brigade-sized war exercise in detail.

NEXT MONTH A FURTHER REPORT

REMARKS OF LYNDON B. JOHNSON

"SEPTEMBER OF MY YEARS"

With the coming of Fall each year, we are reminded, as the song says, that the days are dwindling down to a precious few. By the calendar, we know that soon the green leaves of summer will begin to brown; the chill winds of winter will begin to blow; and---before we are ready for the end to come---the year will be gone.

If we permit our thoughts to dwell upon this perspective, these days can become a melancholy season.

As it is with the calendar, so it sometimes seems to be with our country and our system. For there are those among us who would have us believe that America has come to its own September. That our days are dwindling down to a precious few. That the green leaves of our best season are turning brown and soon will be falling to the ground. That before long we will feel the first chill winds of a long American winter---and that our nation's span as mankind's "last best hope" will be done.

For those who preach this prophecy---and for those who believe it---this period of our affairs can only be a melancholy season. But it is to those possessed by that moon---and to the perceptions which foster it---that I want to address my remarks.

Over the course of a long, full and gratifying life, I have seen many Septembers and known many autumns. In the public service---and in private life---I have experienced a full measure of unwelcome winters. Yet melancholy is not a mood which I have ever allowed to weigh for long upon my spirits.

I live---as I have always worked---by the faith that with each passing day, we are always approaching nearer to the beginning of a new springtime.

It is by that perspective I see our country now.

If I believe anything of this land---if I know anything of its people and their character---I believe and I know that we have not come to and are not approaching America's September.

On the contrary, it is my conviction---a conviction which deepens every day---that this land and its people are quickening with the new life and new potential of what will become the springtime of a new America.

I do not say this merely to offer reassurance in anxious times. Far from it, I intend what I say to be taken as a challenge---a challenge to every citizen of every age; but especially to our young people.

No nation can be more than the visions of its people. America cannot be more than we believe ourselves capable of becoming. Thus, we are directly challenged to choose between two very different perceptions of what we are and what we can make of America itself.

On the one hand, we can choose to guide our course by the light of the bright perceptions---of America the beautiful, America the just, America the land of the free and the home of the brave.

Or, on the other hand, we can choose to move toward the shadows of what some have called "the dark perception"---of America the unclean, America the unjust, America the unworthy.

For myself---as, I am sure, for many of you---there is no real choice. I want to open America's soul to the warm sunlight of faith in itself, faith in the principles and precepts of its birth, faith in the promise and potential of its resources and skills and people. Yet I know that, in these times, this is not easy.

For too long, we have permitted the dark perception to pervade our midst. Day after day, month after month, the portrayal of America as unclean, unjust and unworthy has been ground into the consciousness of our people.

We no longer see the blooming flowers for we are searching for the litter. We no longer celebrate the many fresh triumphs of justice for we are lingering over the residue of yesterday's shortcomings. We no longer measure the miles we have come toward a more humane, civil and peaceful world for we are too busy calibrating the remaining inches of times we are trying to escape and leave behind.

This is our clear and present challenge.

When we permit these dark perceptions to dominate us, we are allowing our future to be shaped by visions that are small and mean and diminishing to our potential. We are, in simple terms, dooming those who come after us to know what could only be a second-rate America.

This is a future I am unwilling to accept.

I have devoted my time on this earth to working toward the day when there would be no second-class citizenship in America, no second-quality opportunity, no second-hand justice at home, no second-place status in the world for our ideals and beliefs.

I do not intend now that second-rate visions shall set our course toward settling for a second-rate America.

All through the pages of history---and nowhere more than in the history of education---we read the heart-rending stories of those who set out in quest of great goals and discoveries, yet when they were almost to the edge of success, they hesitated---not knowing or understanding how near they were to their aims. Out of that moment of hesitation, all too often they lost forever their opportunity to succeed.

In many respects, that seems to me to be a pattern we ourselves are in danger of repeating.

Over all the years of our nation's existence, we have been setting goals for ourselves and striving tirelessly to reach them. Those goals have been both the slogans and the substance of national affairs for generation after generation.

Full employment. Decent wages. Adequate housing.

Medical care for everyone. Opportunity for all.

Good teachers, good schools, and a good education for even the least among us.

Above all, equal justice under the law for all our fellow men.

America's goals have been simple and basic.

They have permeated and motivated all our institutions--- churches and schools and professions and labor unions and corporations and foundations---as well as our governments at every level.

All our American resources and strengths---private and public---have been committed to the effort and we have come very close to success.

Nowhere---over all the globe---have any people, under any other system, come nearer to fulfillment of such aspirations than have we under our system.

Yet, at the very moment we were nearer to realization, we have allowed our effort to go slack, our momentum to slow, and we have entered a season of hesitation.

Why?

Basically, I believe, it is because we have not understood--- and still do not fully comprehend---where we are or what we are about.

Let me illustrate with one example.

Since the early Presidency of Thomas Jefferson, this nation has been committed---as no other nation on earth--- to education of all our children. We have valued the minds of our young people as America's richest resource and we have honored that value by dedicating much of our wealth to improving those minds. Our purpose has been not to provide education for education's sake, but to equip our young people to be agents of change---questioning the past, challenging the status quo, changing the prospects of the human condition.

In our very recent times, this long sustained national effort has come to fruition. Never before in any society have there been so many educated men and women---or so many young people enrolled in pursuit of education. Yet when we came face to face with young people who were questioning the past, who were challenging the status quo, who were working to change the prospects of the human condition---we have hesitated in doubt and sometimes in fear of the educated young.

Across the full breadth of our national efforts, I could repeat countless other parallels. Out of every success of our system have come the qualms and doubts that contribute to the melancholy of this season.

Whatever may be your own perception of where we are and where we may be tending, let me say for myself that I see little today suggesting that our system is failing--- but I see all too much which convincingly argues that by our doubts and hesitation we may be failing the promise and potential of our system.

Our forefathers---all those before us---set in motion a system which would achieve change. The fruits of their efforts---and of their visions---have ripened in our times. Old values, old standards and old meanings have yielded to change. So have the old arrangements and old relationships by which others lived. We have perceived all this as signals and symptoms of a world in collapse. And with that perception, we have become susceptible to any and all who suggest that for our system, the days are dwindling down to a precious few.

But I argue that this is not reality.

We are not living in times of collapse. The old is not coming down. Rather, the trouble and torment of these days stems from the new trying to rise into place.

With our nation's past efforts, with our long and faithfully kept commitments, with our infinite successes in so many fields, we have brought into being the materials, as it were, with which to construct a new America.

We are not the caretakers of the past. We are the contractors charged with the construction of tomorrow.

Faced with a task of such great dimensions, we have no time for melancholy. We have no cause for moroseness. We have work to be done---the greatest work of any generation of Americans. Believing that, I say---let's be on with our labors.

The foundations are already in place, solid and secure.

We have beneath us the sturdy footing of the Bill of Rights---and it does not need us to be tinkering or tampering with it.

We have supporting us the strength and compassion of our great religious and ethical heritage---and that heritage does not need us to be denying it.

We have working for us the many decades of toil and labor invested in this system by earlier generations---and that investment does not need us to squander it by refusing or failing to invest our own toil and labor today.

The essentials of a new America---a better America---are all on hand and within our reach. It is our destiny---and, I believe, our duty---to take up our appointed positions and commence the labors that will change what needs change among us.

Our real challenge lies not in suppressing change but in utilizing it to vitalize and energize our society. Change is not even our enemy. On the contrary, this society has no deadlier danger than refusal to change.

This is what I believe our young Americans are trying--- and have been trying---to communicate to us. With their fine young minds, fresh new learning and clear new vision, they are seeing many segments of our society as it needs to be seen and understood.

They are telling us that government must change, business must change, education must change, labor must change, law must change---change not to depart from our system's principles but change to honor and keep those principles in new times.

A society engaged in the tasks of change will not long linger at the feet of those who preach that its days are dwindling down to only a precious few. A society caught up in the toil and sweat---in the thrill and excitement---of its own confident visions will not be drawn into the melancholy of dark perceptions.

At the risk of repetition---but in an effort to assure there is no misunderstanding of my purpose---let me summarize my message to you this way:

---This nation came into being because people wanted change.

---We went through some dangerous periods, but we have emerged with the best system that men have devised on earth.

---We need not, and we must not, chip away at the granite foundations on which our system is built...the freedoms guaranteed in our constitution and the new opportunities achieved in our own time.

---But this is not to deny that the system itself needs improvements, to meet the demands of a new day.

---Change and improvement can and will come. But it must not and cannot be change built on an effort to depict us falsely as a selfish, decadent and greedy land.

---The most frightening thing that could happen to us today would be for us to close our eyes to new ideas, and close our ears to those---particularly the young, in whom we have invested so much hope and effort through the years of our existence---who are trying to tell us how they would go about perfecting the visions of America the beautiful, America the just, America the land of the free and home of the brave. At the same time, we must help them restore the reality of America the busy, America the active, America the land of the confident and the home of the courageous.

It is by restoring that spirit to our lives and our nation's life we can honor our own trust as Americans.

We gratefully acknowledge the cooperation and kindness of Miss Mary Rather, secretary to President Johnson, and Professor Walt W. Rostow of the University of Texas without whom these remarks would not have reached us.

ON NEXUS AND PROJECT MININEXUS

Editor's Note: The Institute is currently contemplating a new Project, called PROJECT MININEXUS. A discussion of that project follows the article below which, indirectly, inspired PROJECT MININEXUS.

GAME CALLED NEXUS

By Robert Boylan

NEXUS is the official name of the game top military and super-grade government civilians are playing during one heady session of a course at The Department of Defense's Computer Institute here.

An accurate and more appealing title than NEXUS (National Executive Utility Simulation) might be "Playing President."

That is exactly what a player is required to do in completing, with the help of a computer, the eight-page exercise calling for preparation of four years of national budgets and a "state of the union report" for each year.

Admirals, generals, and ambassadors find being "president" frustrating, rewarding, challenging, and always exciting. For within the allotted half hour they can by their decisions, win or cool the War in Vietnam, balance the budget, plunge the country into nuclear conflict, or see their popularity soar to a point that assures re-election for a second term.

The first decision a player makes is how much of a hawk or dove he wants to be---on a scale of 0 to 999, listed on the work sheet as No. 1: "US foreign relations aggressiveness."

Next the "president" decides the total amount of revenue he wants to raise during his first year of office from individual and corporate taxes.

As guidelines for preparing figures for 1973 a participant is given the actual values of federal taxes collected and the national budget expenditures from a recent year. These are broken down into totals for individual income, corporation, social insurance, excise, estate and gift taxes, and miscellaneous receipts.

A second grouping includes military spending, foreign aid, and space exploration; a third includes budgets for health and welfare, community development and housing, veterans benefits, agriculture, commerce and transportation, education and manpower, miscellaneous expenditures, and interest on the national debt.

After the "president" completes his budget items he teletypes all that information to a computer in Bethesda, Md. Two seconds later the computer has digested all the

first-year figures and begins clacking out a "state of the union report," telling the player if unemployment, internal unrest, and the cold war trend are up or down, in percentages.

At the same time he gets first-year figures on tax income, budget allocation, whether or not he has balanced the budget and if so what the surplus or deficit is, the national debt, the GNP, voter poll popularity, US world influence, and the nuclear war risk.

The player carefully studies the 12 items in this first hypothetical "state of the union report," especially the voter popularity rating, and then begins to make adjustments in preparing more successful budgets for each of the following three years.

The Navy was given the responsibility for the operation of the Institute when it was founded in 1964.

Courses require from one to three weeks to complete. The government has an estimated 4,000 or more computers of which about 70 percent are used by the military.

PROJECT MININEXUS

PROJECT MININEXUS is designed as the Institute's major followon project to THE COLD WAR GAME as used in the TRI THETA EPSILON simulation exercise. This does not mean that there will be no further COLD WAR GAME simulations. It does mean that the Institute wishes to continue its program of developing postal simulations for the members.

In addition to developing postal simulations (as compared with face-to-face simulations) the Institute wishes to focus its research activities on major areas of current and future interest. Thus, TRI THETA EPSILON looks ahead to the post-Tito era, PROJECT MININEXUS will look ahead to the late 1970s and 1980s in American foreign relations viewed from the Presidency, and SALT/MBFR considers the dilemmas of the SALT negotiations now in progress in Vienna. We believe that gaming studies should focus on contemporary problems, not historical case studies, within our organization.

The Director of the Institute invited four individuals: Joseph Antosiak, Paul Cote, Gary Gehrke, and Perry Silverman to participate in the Project Staff for PROJECT MININEXUS. Mssrs. Cote and Silverman have responded, to this date. Others may be added to the Staff as the Project develops. The Institute will allow a minimum of 7 and probably 9 or more months for the development of this Project. Every effort will be made to create a simulation model of value.

So, what is PROJECT MININEXUS?

PROJECT MININEXUS is to create a postal simulation exercise for:

".....the study of the exercise of the power and responsibility of the Office of the President of the United States in international affairs for the 1970s and 1980s."

The simulation developed, we hope, will be a pedagogical simulation exercise for multilevel, versatile use as a model with differing scenarios for postal simulation studies.

The roles which may be included are: The President, the Senate, the House, the Supreme Court, Foreign Interest(s), Vice President, White House Staff, National Security Council, State, Defense, CIA, OJCS, AEC, Treasury, etc.

The simulation will be either open-ended or closed in regard to length.

The model will handle either single, simple problems or multiple, complex problems.

The simulation is designed for participants with at least a college level education background.

IF YOU ARE INTERESTED IN PROJECT MININEXUS

Contact

The Director, IDS, Box 8416
San Diego, Ca. 92102, U.S.A.

or

Mr. Paul Cote
6491 N. Newland Ave.
Chicago, Ill.

or

Mr. Perry Silverman
96 Bay State Rd.
Boston, Mass. 02215

PROJECT MININEXUS NEEDS YOUR SUPPORT

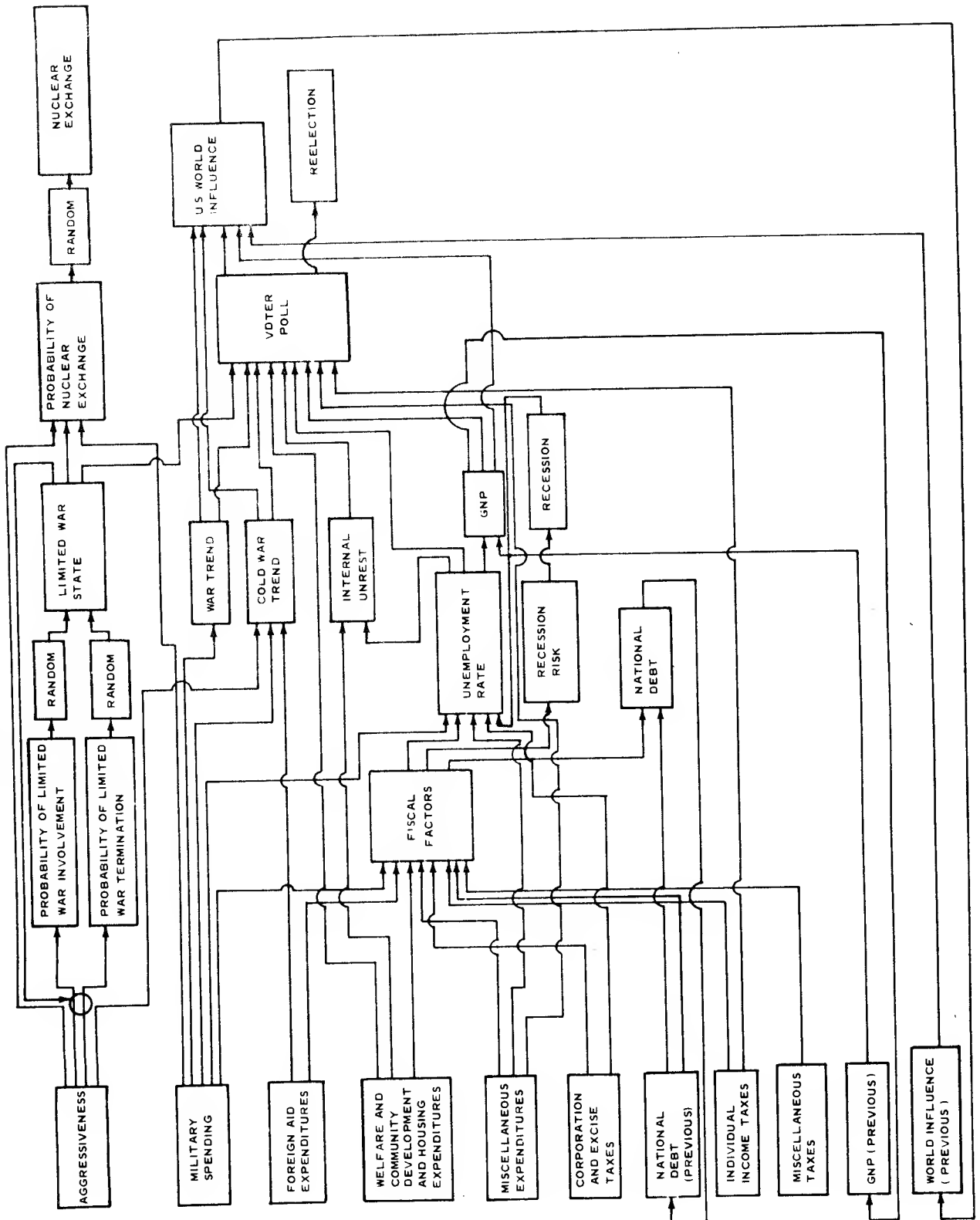
NATIONAL EXECUTIVE UTILITY SIMULATION

/Editor's Notes: Because of it's length it is not possible to publish the entire NEXUS manual in this issue. However, to acquaint readers with the simulation we are publishing a portion of the simulation. The entire simulation, along with forms, charts, graphs, etc., will be published by the Institute next month by offset method in a permanent binding. Copies will sell for \$5.00, less the 25% discount for Institute members. Please keep in mind that it requires only one person to play this simulation and that only about 30 minutes are required to grasp its fundamentals. The Institute acknowledges the cooperation of Captain J. W. Riehl (USN) in making this publication possible./

ABSTRACT

The National Executive Utility Simulation (NEXUS) is a completely computerized simulation of the effect of U.S. presidential decisions on the state of the nation. The player makes politico-military-economic decisions which are used to calculate several measures of internal social impact and foreign relations effects. The model is simple enough to be comprehensible with only a few minutes of explanation, and one individual can use the model without assistance or opponents. The model can be exercised on any commercial time-sharing service, having a BASIC language capability, by using a teletype or typewriter terminal. The player determines the aggressiveness of the US in foreign relations, the components of national income from various forms of taxation, and the budgetary allocation of government expenditures in all major catagories; from these values are calculated primary internal social indicators, and measures of essential international relations. The model has been designed around a base of actual current government taxation and budget figures, which lends a semblance of currency and realism to the simulation. However, this elementary model is intended to portray politico-military-economic situations in the simplest of possible terms. It may be a useful example for beginning political science students, or for students in computer science, but it is far too simple for serious politico-military-economic analysis. Limited wars are treated by the model, but a nuclear exchange terminates the simulation.

NEXUS INTERACTIONS



I. INTRODUCTION

The NEXUS model was designed to provide an ultra-simple example of computerized political-military-economic simulation models. It is intended for use as an educational tool, to indicate the potential value of computerized political-military-economic modelling. The goal was to provide an interesting model that could be explained sufficiently well in only a few minutes.

A satisfactory introduction to the model can be obtained by a brief oral explanation or by reading the user's manual. One individual can exercise the model unassisted, no team members or opponents are necessary. The model is written in the BASIC language, and it can be exercised from a teletype terminal linked to any time-shared system service having this language capability.

The basic cycle of the model is one calendar year. The user need specify only fifteen input parameters for each year. The actual values of federal taxes collected, and the national budget expenditures for 1968 are indicated on the worksheet to provide a benchmark for the user. The user specifies the desired aggressiveness of the United States in foreign policy. Then five parameters specifying planned tax receipts are selected. Finally, nine major budget allocation parameters are input to the computer.

A presidential election is simulated after four years of play, and success or failure in the simulated presidential election ends the simulation. The simulation can be terminated, prior to normal completion, by a nuclear exchange that may occur as a result of probability and random factor calculations. Although the model is not designed to treat the world situation as it might exist following a nuclear exchange, it does treat limited war situations. It is assumed that a limited war is in progress (the Vietnam War) at the start of the first year of play.

An element of chance has been introduced into the simulation by using pseudo random numbers to determine some events that are based on probabilities. For example, the probability of ending the limited war is calculated from the input values selected by the player; then a random number is generated to determine whether or not the war is actually terminated in that particular year.

As has already been mentioned, some actual government statistics prevailing at the end of fiscal year 1968 have been used to initialize the calculations. The initial values of the national debt and the gross national product are indicated on the worksheet.

A number of interrelationships exist among the variables that are calculated in the program. An attempt has been made to represent a few of the trade-offs and conflicting phenomena that plague our administration planners.

Several of the indicators calculated by the program should be considered as gauges of the success of the player's policies. It would be inadvisable to consider any one value printed in the state of the nation report as the sole measure of success. One of the gauges is reelection after four years in office, and this is a composite of several other factors. Another important measure of executive policy success is growth in the "Gross National Product". Two other important criteria are the containment of Communist expansion efforts throughout the world, and successful conduct of limited wars.

It is recommended that players select input values for the first year indicated on the worksheet, input these values, and then observe the effect of these decisions on the state of the nation, prior to selecting input parameters for the next year. This gives the player an opportunity to detect undesirable trends, and to attempt to overcome them.

II. INPUT PARAMETERS

A worksheet has been designed that simplifies the preparation of input parameters. It lists all fifteen parameters, and it contains spaces for insertion of values for all parameters for four years (Table 1). The actual values of the parameters for fiscal year 1968 are also indicated to provide an initial benchmark for the player. The 1968 national debt and gross national product, which are the starting values for calculations in the simulation, as well as the statement specifying that a limited war is in progress, are also printed on the worksheet. The player should take note that a five percent interest charge on the current national debt is calculated automatically by the program. This interest should be considered by the player as an additional budget allocation factor to be added to the budget allocation factors indicated on the worksheet. By making appropriate provision for this factor it is possible to balance the budget. However, a balanced budget is not required; either a budget surplus or deficit spending is permitted.

A. Aggressiveness - A single parameter is used to specify the aggressiveness of the United States in foreign relations. This parameter may be any value from .000 to .999 ; .500 is considered average foreign policy aggressiveness. It should be kept in mind that the value selected for this parameter may affect the probability of terminating the limited war, or

/16/

of starting a limited war, if the initial limited war has been terminated previously. Other factors, such as the probability of a nuclear exchange, will also be affected by U. S. foreign relations aggressiveness.

B. Individual Income Taxes - The amount of money that is to be collected in individual income taxes is the second parameter listed on the worksheet. As might be expected, the magnitude of the individual income taxes should be considered as having an influence on the voter opinion calculation. The individual income taxes may be set at any value from 040. to 150. billion dollars

C. Corporation Income Taxes - The corporation income taxes may be assigned any value from 020. to 130. billion dollars. Excessive corporation income taxes can produce a detrimental effect on the unemployment rate, so a word of caution is appropriate.

D. Social Insurance - Social insurance covers social security costs, health insurance costs, etc. Any value from 025. to 050. billion dollars may be specified for social insurance, provided that it does not exceed the amount budgeted for health and welfare expenditures.

E. Excise Taxes - Excise taxes may vary from 00.0 to 50.0 billion dollars. Since very high excise taxes may contribute to an increased unemployment rate, this budget allocation should be held within reasonable bounds.

F. Estate and Gift Taxes - Estate and gift taxes may be assigned any value from 00.0 to 15.0 billion dollars. This factor is the sixth input on the worksheet, and it is the last of the group of five taxation parameters.

G. Military Spending - The budget allocation for military spending should be in the range from 000. to 235. billion dollars. If this limitation is exceeded, there is a possibility that the validity of other calculations may be destroyed. The amount spent for the military has an appreciable effect on the success of military operations during a limited war, and it also influences the efforts of the U. S. to block communist expansion in the cold war.

H. Foreign Aid - The expenditure for foreign aid may vary from 00.0 to 40.0 billion dollars. This factor also exerts an influence on the progress of the cold war.

I. Space Exploration Program - The ninth input parameter is the amount spent on the space program. Space expenditure should be in the range from 00.0 to 40.0 billion dollars. The success of our space program depends on adequate financial support, and this success or failure is capable of exerting some influence on the voting public.

J. Health and Welfare - Health and welfare expenditures vary from 000. to 100. billion dollars. This allocation may affect both internal unrest and public support for the presidential administration.

K. Community Development and Housing - Community development and housing expenditures are the eleventh input parameter. They may vary from 00.0 to 30.0 billion dollars. This factor also affects both internal unrest and public support of the administration.

L. Veterans Benefits - Veterans benefits should be in the range from 00.0 to 15.0 billion dollars. Sharp reductions in expenditures for veterans benefits will result in some reduction in voter support. However, only moderate increases in veterans benefits will result in increased voter support.

M. Agriculture - Agricultural spending should be in the range from 00.0 to 15.0 billion dollars. Reductions in spending for agricultural programs will have an adverse effect on voter support, but only moderate increases in agricultural spending will yield increased voter support.

N. Commerce and Transportation - Spending for commerce and transportation programs should vary from 00.0 to 15.0. Expenditures in this category will contribute slightly to a reduction in unemployment.

O. Education and Manpower - Expenditures for education and manpower should lie between 00.0 and 15.0 billion dollars. These expenditures will also tend to reduce unemployment to some extent, and they will produce some degree of voter support.

III. STATE OF THE NATION

A. Tax Income - The sum of all the taxes specified by the player is the first value printed in the state of the nation report (Table 2). This is assumed to be the nation's total income from all forms of taxation.

B. Budget Allocation - Immediately following this is the total budget allocation. It is the sum of all the expenditures desired by the player, plus the interest on the previous year's national debt.

C. Deficit/Surplus - The difference between the tax income and the budget allocation is calculated and the deficit or surplus that is indicated is printed.

/18/

D. National Debt - The value of the deficit/surplus is subtracted from or added to the previous year's national debt to provide the current value for the national debt.

E. Unemployment - The current value of the unemployment rate (in percent) is calculated next. It is a function of corporation taxes, excise taxes and government spending in several categories, and it is particularly sensitive to deficit spending or large surpluses.

F. War Trend - When the simulation starts, a limited war is assumed to be in progress (the Vietnamese War). The probability of terminating the limited war is based on the "U. S. Foreign Relations Aggressiveness". It is possible to increase the probability of terminating the war either by means of high aggressiveness (presuming military success) or by low aggressiveness (presumed negotiated peace). If the limited war is terminated, the probability of starting a new limited war is calculated. This is also based on foreign relations aggressiveness.

The probability of a nuclear exchange is based on both the foreign relations aggressiveness and the existence or absence of a limited war. The occurrence of a nuclear exchange terminates the simulation, since postwar conditions would be beyond the scope of this model.

If a local war has been in progress throughout the year, the success of the military forces is indicated as the "War Trend". This is calculated from the amount of the military spending for the year. A value of .5 for the war trend indicates a virtual stalemate, and values greater than .5 imply proportionally greater degrees of military success.

G. Internal Unrest - An "Internal Unrest" indication appears on the printout. It is calculated from the previously mentioned unemployment rate, and from expenditures for health and welfare, and community development and housing. It is intended to provide an indication of internal unrest due to unemployment and other internal social problems.

H. GNP - A hypothetical gross national product is calculated. It is based on an assumed annual growth rate of 1.5 percent and an inflation rate of 4.5 percent. However, it is subject to radical deviations due to fluctuations in the unemployment rate.

I. Cold War Trend - A cold war trend indicator is also calculated. It is a measure of U. S. success in blocking Communist expansion throughout the world. A value of .5 for this indicator is assumed to represent average cold war effectiveness with respect to the last decade. Values greater than .5 indicate proportionally greater U. S. success in the cold war. The estimate

of success in the cold war is based on aggressiveness in foreign relations, military spending, and foreign aid.

J. Voter Poll - The final indicator of the "State of the Nation" is the "Voter Poll". This indicates the percentage of the voters supporting the policies of the current presidential administration. In the fourth year of the simulation this factor is used to determine whether or not the administration wins reelection. Approximately twelve factors are averaged to calculate the "Voter Poll". Two especially important components of the "Voter Poll" are the unemployment rate and the ratio of the individual income tax to the GNP.

IV. CONCLUSIONS

This model can be exercised with a minimal orientation, and it normally requires less than thirty minutes to complete four years of simulation. It involves the interrelationship of high-level political, economic and military factors. The model is interesting, especially for senior executives and managers. It provides results that are reasonable, in a gross sense, with respect to the input parameters that have been specified. It is a useful illustration for explaining the basic principles of simulation, and, more specifically, it is an example of a long range planning or strategic policy planning type of simulation model. As such, it provides some insight into the possibilities and potentialities for long range planning models in other fields.

THE INTELLIGENCE REPORT:

ON THE CIA, SCHLESINGER, IRAN, AND HELMS

With the exceptions of the Watergate Case, Martha Mitchell's current feud with L. Patrick Gray (Acting Director of the FBI), and Spiro Agnew's chances in 1976, the most interesting gossip in Washington these days concerns the internal politics of the CIA.

Former CIA Director Richard Helms, a long-time professional intelligence expert, has been appointed as our new ambassador to Iran. To many, especially to those who advocate that all ambassadorial posts should be filled with either professional career diplomats from within the FSO or with well-heeled political campaign contributors, for such posts as London, Paris, and Rome, the Helms appointment seems a bit strange; to say the least.

Never having faced the problem of what to do with a "deposed" intelligence chief Washington's political bosses looked elsewhere for possible answers to the problem. The British, until recently, solved the problem by keeping the identity of their intelligence operations chief a secret. His cover, that of a Foreign Office permanent under-secretary, was blown recently when his son was arrested on a drugs charge on the continent. The West Germans solved their problem by allowing their retired intelligence chief to write a book, and others to write pro and con books on his activities, and then turned him into a German revivalist preacher of little interest to anyone. The Russians always had a simple solution: they shot theirs. None of these quite seemed to fit the Helms problem.

Looking closer to home, the political bigwigs considered the military parallels. Tradition has been established, in the postwar years, by appointing deposed, but still friendly, military chiefs from within the OJCS, to various ambassadorial posts: particularly those with militaristic states, such as Spain and Portugal, where the accumulation of gold braid is a way of life. Former CNO Anderson and Dennison went to Portugal as ambassadors and the new US ambassador to Spain is a retired, and Spanish heritage, Navy admiral who, incidentally was in charge of US-Spanish-NATO affairs. Uncooperative deposed military chiefs, such as Gen. Curtis LeMay, are dumped, and left to find their own way. However, Helms was too valuable to be wasted, and too important to be dumped.

Instead, Helms has been appointed ambassador to Tehran. Some would consider that assignment a demotion and, perhaps, it is. However, we tend to think not. Consider these facts.

These facts, by the way, are from reliable, if unofficial, sources close to government circles.

First, How many countries would welcome the appointment of an ex-CIA boss to their embassy row? Precious few. Yet, reportedly, the Shah is delighted with the Helms appointment. A man of Helm's stature, and influence, is a welcome ally in Iran. The Shah, it is noted, has responded by appointing one of Helm's close personal friends, and a long-time friend of the Shah, as ambassador to Washington. There will be no misunderstandings along those hotlines.

Second, Iran's status as a major supplier of the free world's oil and her influence in setting world market prices for crude oil is of vital concern to the US. We will, in the very near future, be looking to Iran more and more for oil. Already oil royalty payments to Iran run in the billions of dollars each year and that amount will increase a hundred-fold in the near future.

Third, recent discoveries of copper reserves, including the world's largest, richest, useable deposits, in the south of Iran provide the USA with an alternate source of this vital strategic metal. An alternate source is badly needed with relations between the US and Chile fractured and the situation in southern Africa.

The price for Iran's oil and copper will not be cheap. Nor will her friendship be won by dollar diplomacy. But, we need Iran's raw materials and we need her friendship and, importantly, they are reasonably secure and the government in power seems likely to make the transition from absolute despotic monarchy to benevolent constitutional (written or otherwise) monarchy without a violent revolution. As I said, but it bears repeating, Iran's price for her materials and her friendship, will not be dollars, nor gold, of which she has a superabundance already. What Iran seeks from the US is more intangible; the respect due a major regional power.

Such respect is shown by state visits by high officials, such as Vice President Agnew's trip to Iran last year for the Shah's giant party and by appointments like that of Helms.

Along with the intangibles Iran is seeking some of the trappings of power (for hard cash, by the way): F-4 Phantoms for her airforces and, reportedly, soon two aircraft carriers for her Navy.

Iran's position in the near east, obviously, is vital. With the declining presenee of Britain in the Persian Gulf, and the Soviet's interest in the Indian Ocean and Mediterranean, Iran may be a strong ally in an international poker game.

Iran's gain is the CIA's loss. Richard Helms was a very good director for the CIA. Not as well-known as his predecessor, Allen Dulles, Helms maintained the CIA's primary position as the nation's major intelligence operation.

Helm's replacement, James S. Schlesinger, has been brought in by President Nixon to implement some of the changes

that he recommended in a RAND study. However, Schlesinger will learn, no doubt, recommending changes is easy, achieving them is something else again.

How much affect Schlesinger will have on the CIA, and vice versa, only time will tell. Unfortunately, events have a way of ignoring time.

But, if anything seems certain in this very uncertain business of international diplomacy, things will be happening in Iran. With Richard Helms there we can expect them to be good things.

IRVING SALOMON PRIZE IN GAMING UPDATE

Martin Shubik Joins Judges Panel

Professor Martin Shubik of the Department of Administrative Sciences of Yale University, consultant to the RAND Corporation on gaming studies, and author of numerous books and articles dealing with gaming and simulations has joined the judging panel for the Irving Salomon Prize competition. We are very pleased to have Dr. Shubik with us.

Prospects Good For Ohio State U. Representative

An exchange of letters between the Director and Professor Charles F. Hermann of the Mereson Center at Ohio State U indicate that a representative for the judging panel from that fine institution may be with us shortly. The recruitment of distinguished members of the academic community as members of the judging panel is one of the efforts being made to make the Salomon Prize competition a worthy event.

Application Forms For Competition Available

Application forms for the competition are now available from The Director, Institute For Diplomatic Studies, Box 8416, San Diego, California, 92102, U.S.A.

Addition of Fourth Category Considered

The Institute is currently considering a proposal to add a fourth category open to any game or simulation designed by a novice designer to the Irving Salomon Prize competition. Those interested in such a category should contact the Institute immediately for further information.

REMEMBER: APPLICATIONS MUST BE FILED BY JULY 1, 1973.

WEST GERMANY SCRAMBLES TO PUT
STOPPER ON SECURITY LEAKS

By David R. Francis

Espionage, if it is that, has apparently developed a new politeness in this capital on the Rhine.

Recently someone---not yet publicly known---popped some "Most Secret" NATO papers into the mail to the Soviet Embassy in nearby Rolandseck.

Soon after, the Soviet ambassador had a messenger take these original documents to the West German Foreign Ministry. Politely, he added a note saying, "With friendly greetings from Ambassador Falin,"

The leak is not believed to be militarily important. The papers reportedly discussed the civil-preparedness side of NATO's biennial command-post exercise, called Wintex 73.

For the government, though, the leak is embarrassing. Bonn already has a reputation for holding secrets like a sieve. In 1968 and 1969 the capital was rocked by a series of espionage scandals. In one case, agents stole a NATO rocket /Editors Note: That rocket was reported to be either a Sidewinder air-to-air missile or an Honest John surface-to-surface missile./ and sent it by airfreight to Moscow, marked "machinery."

Chancellor Willy Brandt's government quickly clamped strict security wraps on the story. Armed with a list of more than 100 supplied with the secret documents, the office of the federal attorney general in Karlsruhe launched an investigation. Even though a government spokesman had announced this action, the Karlsruhe office would not admit officially even their investigation.

At NATO's SHAPE headquarters in Belgium, an information officer could not even say when the Wintex exercise is to be held.

"That's still classified," he held. When it was noted that some newspaper stories set the date as March 7, he replied; "I know, but I have rules to play by."

To the German press, the story has become a fount of fun. "More amusing than painful," said the headline in an article in the Rheinische Post.

The author, Heinz Schweden, imagines humorously that the Soviets regularly send back documents in plain envelopes marked "wrong address" to a lost-and-found office for secret papers in the Foreign Ministry.

Perhaps, he adds, the Soviets were merely acting in the spirit of the German-Soviet friendship treaty ratified last year.

Christian Potyka, writing in the Sueddeutsche Zeitung, suggests that the sender of the document might be someone seeking the Rhine carnival medal, the Award Against Deadly Seriousness.

There was some speculation that the Soviets did not even open the envelope they received. So Mr. Potyka wonders if the Western strategists are offended that their laboriously thought-out military positions find so little attention.

He proposes that the preparatory talks in Vienna for a mutual and balanced-force reduction should add to their agenda a proposal calling for the regular exchange of maneuver papers.

"This could make it unnecessary to actually hold the maneuvers and save a lot of money," he writes. Seen from that standpoint, the Wintex blow could become a milestone in the history of disarmament.

Welt am Sonntag, a weekly newspaper, has a cartoon showing an official in an office overlooking the Kremlin with a "top secret" NATO document in his hands. He says into the phone: "You can send them back. We already have enough of them."

Perhaps the full story of the Wintex affair will emerge this week. A member of the opposition Christian Democratic Party has asked a question in Parliament about it, and the government is expected to reply.

Of course, espionage is always a problem for the security of NATO nations. But the staff command exercise itself points to what is likely an even more serious security concern for European nations. These are the huge number of foreign workers living in western Europe.

There has been speculation in the press that the Wintex documents themselves may have been sent to the Soviet Embassy for a leftist civil servant.

The exercise imagines that at a time of dangerous troop concentrations and naval maneuvers by the enemy "Orange Country," the police in Marburg must deal with a rebellion by Spartakus students. MSB Spartakus is the student wing of the West German Communist Party.

In other German states, the exercise reportedly gives the police the task of stopping newly arrived provocateurs from stirring foreign workers into rebellion.

In most European countries, foreign workers face discrimination and sometimes maltreatment.

Whether as a result they could be provoked into riots or other troublesome activities at a time of crisis is questionable. However, with some 2.3 million foreign workers in West Germany, 1.2 million in France, 1.5 million in Britain, and smaller numbers in the low countries and Scandinavia, the possibility must be of some concern to NATO officials.

At the moment, NATO strategists may be even more worried about the chance of a Socialist-Communist government being elected this month in France.

Though remaining a NATO member, France does not participate in the integrated command structure of NATO. Would a Socialist-Communist France undermine completely NATO's military and political defense strategies?

Wintex 73 does not explore such a possibility. That would hardly be diplomatic. It seems likely, though, that NATO strategists have at least toyed with that contingency.

Meanwhile, we wonder what newspaper in Germany will be the first to report the results of Wintex 73? Or, perhaps, the Soviets will have to inform us of what is going on.

JUNIOR WAR GAME STARTLES NEARBY MOSCOW

Moscow--The sound of AK-47 automatic-rifle-fire competed with skating music in Gorky Park during a mock battle staged by about 75 junior marines.

To add realism to the exercise, four Soviet soldiers dressed in winter white battle gear fired blanks as the youths, aged 10 to 14, advanced toward them in the snow.

Scores of skaters, some of them apparently startled by the initial shots, watched the exercise from nearby ice-covered paths.

The youngsters carried mock rifles, hand grenades and gas masks and pulled mock artillery guns on sleds. They had to penetrate simulated barbed wire and a field of wooden tanks before reaching their objective, a bandstand.

The exercise was part of celebrations leading up to Soviet Army and Navy Day.

WHO'S WHO IN DIPLOMACY

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AN INTRODUCTION TO AND REVIEW OF
POLITICO AND POLITICO-MILITARY GAMING
AND SIMULATIONS LITERATURE

By Z

Introduction

Anyone attempting to review the literature of the gaming and simulations field faces an impossible task, unless they intend to write a book on the subject and even then that would be very difficult. So why attempt it?

The gaming and simulations community is a relatively closed system, isolated from the mainstreams of political science, mathematics, or the social sciences. Most of the major works have been written by a relatively small group of people who share many common characteristics. Most of them know each other well and it is possible for them to keep track of each other's work in the field. They attended, or taught at, the same schools. They participated in the same early experiments and programs. And they generally operate in the same channels which give them a common body of knowledge and a common vocabulary. These people are the teachers, designers, administrators, and writers in the field. In a word, they compose the gaming and simulations elite. The number of people who have moved into the gaming and simulations elite, like the number of fish which can be supported by a small pond, and remained there, is quite small and fairly constant. Fortunately, on the whole, the quality of that group, and their dedication, is quite high.

A second, and larger, group is not so elitist. It includes the people who make up the followers of the elite. This includes the students, the subjects and players of gaming and simulations experiments, and the readers of the literature in the field. It also includes those who have written about the gaming and simulations field without actually having been a part of it. This second group forms the main body of the gaming and simulations field at any given moment, the corps of troops without which the leaders could not lead. Its alumni consist of those who have moved into, as students or teachers, and then out of, gaming and simulations studies.

However, this elitism, and tribalism if you wish to call it that, which is common to all academic fields, can be disconcerting to the lay reader trying to educate himself by

literature of the field. It is frustrating to him to read reviews of books written by people who helped write them, or who were the subjects of their studies; to find cross-references in gaming and simulations articles that lead in an endless circle; and to, in general, start an examination of the field only to find himself constantly crossing his own tracks. This is enough to destroy anyone's budding curiosity.

This article is not intended for the elitist, or the main body of well-read gaming and simulations students. It is designed for the lay reader, or the student who wishes to broaden his own knowledge of the field. It is also intended to be used as an introduction to some of the more important literature in the politico and politico-military gaming and simulations field.

With these lay readers in mind, we are publishing a very selective collection of books, papers and articles from the politico and politico-military gaming and simulations field. We have chosen these areas for coverage because, in general, they are of more interest to the lay reader, and new student, than the mathematical or psychological approaches to gaming and simulations.

The Classification Process

First, if a book, or paper, does not appear in this article it does not mean that it should not be read. That should be obvious but we mention it in case anyone should question it. It may mean that the book is too specialized for inclusion here, or that it has been replaced by a more up-to-date work, or that the article or paper has been included in a book published more recently. Or, it may mean that the work is not widely available to the lay reader. However, if a book or paper is mentioned here the chances are very good that we feel it is worth reading by anyone who is interested in the field.

Second, for ease of handling we have adopted Martin Shubik's system for classifying gaming and simulations literature. Publications, in his system, are categorized into several groups. First, by whom they are intended for: the general public, social scientists, or mathematicians. Second, by their subject matter: psychology and social psychology, sociology and anthropology, economics, political and military science, behavioral sciences in general, mathematics or statistics.

For our purposes we will make use of both systems of classification, but only to eliminate a good many works. Most sources mentioned in this article, except for the

bibliographies, can be assumed to be intended for the general public or those in the social sciences. Our competency does not extend into mathematical gaming. Secondly, most sources mentioned here will be drawn primarily from the politico and politico-military sciences and the behavioral sciences in general. While most interesting; sociology, anthropology, economics, and mathematics do not come into the sphere of this article. Rather than do an injustice in these areas by inadequate coverage we will omit them altogether and concentrate on those areas with which we are more familiar.

Now that we have generally limited ourselves to books for the general public and those in the social sciences, and to other publications dealing with the politico and politico-military sciences, and the behavioral sciences in general, we can make some other subclassifications.

It is possible, with a few exceptions, to subclassify most of the works in our areas into several groupings: authors, institutions of origin, or subject matter. For instance: There is a considerable body of literature dealing with the POLIS Laboratory and related subjects by Robert Noel and his associates. There is another considerable body of literature dealing with the Inter-National Simulation and related subjects by Harold Guetzkow and his associates. There is yet another, albeit smaller, body of knowledge and literature dealing with gaming conducted at the Industrial College of the Armed Forces by George Draper and his associates. And, naturally, there are some works that stand apart from any classification system and exist solely on their own merits. Although these artificial classifications can be of some use in organizing our thinking and reading, it is wise to remember that there is a good deal of interchange and cross-communication in the gaming and simulations field, especially among the elite. No one individual, no institution, and no game or simulation can, or does, exist in a void. In fact, the growth and development of the field is heavily dependent on this interchange; without it there would be only intellectual stagnation.

Introductory Works

What we have done, for you, is a three part skimming process, leaving only the very best (or most useful) materials for mention here. Most of these materials are well known to those in the elite, and even the well-read lay reader, but they should not be taken for granted by the layman. Each, in its own way, makes an important contribution to the field.

A reasonable beginning is found in those few books that make some attempt to cover the entire politico or politico-military field or which offer a selection of readings for an introduction to social sciences' role in gaming and simulations. In 1964 Martin Shubik edited Game Theory and Related Approaches to Social Behavior (New York: John Wiley and Sons, 1964) a useful beginning introduction to the field. A year later Sidney Giffin, a retired military officer, published The Crisis Game: Simulating International Conflict (Garden City, New York: Doubleday, 1965) an interesting layman's guide to some of the more sensationalized aspects of politico-military gaming and simulations. Two good introductory books appeared in 1968, one from a lay writer and one from a specialist. The layman was Andrew Wilson, the London Observer's military correspondent, who wrote The Bomb and the Computer (New York: Delacorte Press, 1968) and the specialist was William Coplin who wrote Simulation in the Study of Politics (Chicago: Markham, 1968). None of the above books tells everything there is to tell about gaming and simulations. And if they did, what would be left to read? None of them offers any special advantages over any of the others. The Giffin and Wilson books are certainly more readable and entertaining but the Shubik, Coplin, and another book published more recently, Ira Buchler and Hugo Nutini's Game Theory In the Behavior Sciences (Pittsburgh: University of Pittsburgh, 1969), are more academically sound. Taken together, they can introduce a person new to the field to some of its activities, some of its leading products, some of its more important personalities and institutions, in a relatively harmless manner. No doubt there have been other, similar works, more recently but I have not seen them. In addition, most of the above mentioned works will be found in any good public, or university, library.

Bibliographies

After reading some of the general introductory works on gaming and simulations the next step is more difficult, but necessary if one is to really grasp the depth and variety of subject matter covered in just this subsection of gaming and simulation's politico and politico-military fields. The bibliographies must be consulted. Faced, may be a better word. There are a number of bibliographies which have been published: some as articles in journals, some as selections in books of readings, some as appendix to papers or in connection with various projects. Since any bibliography published is out of date within a year or two, it is always helpful to look for the more recently published ones. Annotated bibliographies, with comments on works included, are especially helpful, if not always completely reliable.

Bibliographies have a way of drawing on each other for sources and, over a period of years, only the best articles will, hopefully, be carried over from old to new to newest bibliography. Balanced against that is the desire of many bibliographers to include everything in their bibliographies no matter how unrelated, how out of date, or how bad the source may have been (if it was ever a source to begin with). However, in general an article which appeared in a bibliography first published fifteen years ago and which is still being carried in the most recent bibliographies is one of two things: either a very good reference to the subject or, in a few cases, the only reference available.

V. Riley and J. R. Young published "Bibliography On War Gaming," (Operations Research Office, Chevy Chase, Md. 1957) in April, 1957, and, if a copy can be found, it is well worth looking at for its historical sources. Two useful bibliographies appeared in 1960. R. A. Brody's "Deterrence Strategies: An Annotated Bibliography," in Conflict Resolution IV, No 4, December 1960, pp. 443-457; and Martin Shubik's "Bibliography on Simulation, Gaming, Artificial Intelligence and Allied Topics," in Journal of American Statistical Association, 55, December 1960, pp. 736-751. No one has yet explained to my satisfaction what Dr. Shubik meant by "artificial intelligence and allied topics." His next, updated, bibliography was called "Bibliography," and was reprinted in Game Theory and Related Approaches to Social Behavior (New York: John Wiley and Sons, 1964) pp. 364-376. Coplin's Bibliography in Simulation In the Study of Politics included over 200 sources. And, of course, all scholarly books, articles, monographs, etc. carry extensive bibliographies. I would estimate that the literature of gaming and simulations in the politico and politico-military field generally available now numbers over 500 publications: books, papers, and articles. A great deal of knowledge can be gained about gaming and simulations just from reading these bibliographies carefully. Anyone interested in the field and intending to do any serious reading in it should make up a card catalogue system of their own with author, title, subject and institution cards. Such a system is invaluable in conducting research and guided reading. It also provides a ready record of publications and the directions different authors and institutions are moving in.

Having moved from the introductory works through the bibliographies a reader will have acquired two things, perhaps three if he is perceptive. First, he will have some general knowledge of the nature of the field. Second, he should have an ability to identify and relate certain names, institutions, and projects to each other. Third, he should have some idea of what area of the politico-military field he wants to investigate next.

Subject Blocs

The best approach, I have found, if possible, is to attempt to track down all of the major works: books, papers, and articles, on a given subject for simultaneous examination. When they have been assimilated a person can move on to the next subject. This method is sometimes difficult, both in collecting the needed materials and in wading through them, but the long-range advantages more than compensate for the difficulties. Unraveling the confusion is often impossible once it has set in and certainly far more difficult than avoiding it in the first place.

We will be discussing a series of subject blocs, as we have called them, representing the collective major works, or some of them, of some given institution, individual, or the studies resulting from some particular game or simulation program. In some cases a bloc will include all three. Again, remember, these blocs are artificially created for reference purposes and much cross-references will exist.

In general, if possible, it is best to read a general, introductory article or paper about a simulation or program before attempting to read the game or simulation itself. Even the most simple game or simulation tends to be complex and even a rude idea of what the game or simulation is like before plunging into models, scenarios, etc. is a lot of help. After reading the game or simulation model (rules) or scenarios, read some of the publications about it. These generally fall into three categories: publications by people connected with designing or administering the game or simulation; publications by people who participated in the game or simulation; and publications by people who gained their knowledge second-hand. The first two categories are most useful but the third offers an insight approach of considerable use to the layman.

University of Oklahoma
Professor Oliver Benson
Simple Diplomatic Game

A useful beginning is with the work of Professor Oliver Benson, whose "A Simple Diplomatic Game," in J. N. Rosenau's (ed.) International Politics and Foreign Policy (New York: Free Press, 1961, pp. 504-511) and "Simulation of International Relations and Diplomacy," in H. Borko's (ed.) Computer Applications in the Behavioral Sciences (Englewood Cliffs, N.J.: Prentice-Hall, 1962) were important early studies in politico gaming and simulations and which had an important impact on later developments in the field.

Northwestern University
Professor Harold Guetzkow
Inter-National Simulation

Not quite as old as the MIT Program, Northwestern University has an extensive simulations and gaming project history. The Northwestern experience is centered around the Inter-National Simulation exercise which has been extensively written on and which anyone interested in gaming or simulations will have to come to grips with sooner or later. The Inter-National Simulation, which has been published commercially by Science Research Associates in a school use kit form, is probably the most widely used simulation for college-level use now available. It also happens to be a very good simulation. A good introduction to the work at Northwestern University and the Inter-National Simulation is Simulation In International Relations: Developments For Research and Teaching (Englewood Cliffs, N.J.: Prentice-Hall, 1963), coauthored by Harold Guetzkow, C. A. Alger, R. A. Brody, Robert Noel, and R. C. Synder. All of these individuals have written other articles and papers dealing with the Inter-National Simulation and other politico and politico-military gaming and simulations subjects. Any good bibliography will include most of their names. A working knowledge of Inter-National Simulation is almost mandatory to anyone interested in pursuing further studies in the field. Fortunately, most of the articles are reasonably well written and not too difficult to follow.

Ohio State University Merston Center
Professor Charles F. Hermann
Historical Validation of Simulations

A rarity, a husband and wife team interested in the same field, are the Hermanns: Charles and Margaret. Professor Charles Hermann is now at the Merston Center, Ohio State University, a center of midwest gaming and simulations studies. The Hermanns' coauthored two most interesting articles of special interest to readers of this article: "An Attempt to Simulate the Outbreak of World War I," which appeared in the American Political Science Review, and "On the Possible Uses of Historical Data For Validation Study of the Inter-National Simulation," (NOTS, Contract No. N123, China Lake, Ca. 1962). The Hermanns studied the possibility of using historical figures (as represented by students selected for similar psychological make-up) and cases for studying the utility of simulations such as Inter-National Simulation. It's much more complex than that but it is well worth looking into. Although obtaining some very interesting results to my knowledge no one has carried on the pathbreaking work of the Hermanns.

Massachusetts Institute of Technology
 Center For International Studies
 Professor Lincoln P. Bloomfield
 CONEX, POLEX

For some fifteen years, Dr. Lincoln P. Bloomfield has been involved in gaming and simulations research at the Center For International Studies at MIT. Dr. Bloomfield's work is especially interesting because it overlaps the academic gaming and simulations experiments and the uses of games and simulations in the politico-military agencies of the US Government. His simulation activities have even resulted in a series of books dealing with real world problems as studied through the Center's simulation exercises. Among them are: The United Nations and US Foreign Policy: A New Look At The National Interest (Boston, Mass.: Little, Brown, 1960); International Military Forces: The Question of Peacekeeping In An Armed and Disarming World (Boston, Mass.: Little, Brown, 1964); With Walter C. Clemens and Franklyn J. Griffiths Khrushchev and the Arms Race: Soviet Interests In Arms Control and Disarmament 1954-1964 (Cambridge, Mass.: MIT Press, 1966); With Amelia C. Leiss Controlling Small Wars: A Strategy For The 70s (New York: A. A. Knopf, 1969); With others The Power To Keep Peace: Today and In a World Without War (Berkeley, Ca.: World Without War Council, 1971). These last three books are a direct result of the Center's gaming and simulations research program. The Center also publishes an extensive series of books and papers on its gaming activities which may be ordered from the Center at nominal cost. Some of the more important ones are: Barringer, Richard E. and Barton Whaley "The MIT Political-Military Gaming Experience," (Orbis, Vol. IX, No. 3, Fall 1965); Bloomfield, L. P. "The Political Exercise--- A Progress Report," (March 1961, 24 pp.); Bloomfield, L. P. "Political Gaming," (US Naval Institute Proceedings, September 1960, pp. 57-64); Bloomfield, L. P. and C. J. Gearin "Games Foreign Policy Experts Play: The Political Exercise Comes of Age," (November 1971). For further information write: Center For International Studies, MIT, 30 Wadsworth St., Cambridge, Mass. 02139.

Industrial College of the Armed Forces
 George Draper, Thane Minor, William Patterson
 TEMPER, SIMCOM

Thane Minor and George Draper, at ICAF, and William Patterson, of Studies, Analysis, Gaming Agency, OJCS have written, on a limited basis, on their gaming and simulations activities. "Technological, Economic, Military and Political Evaluation Routine (TEMPER)---An Evaluation," NMCSSC Tech. Memo. No. TW-11/66, Washington, D.C. Defense Communications

Agency, July 27, 1966 is now available from the National Technical Information Service, Springfield, Va. 22151 in a 7 volume set for about \$25. TEMPER was originally produced by the Raytheon Corporation for the ICAF. TEMPER was found, after early use, to be overly complex and rigid and a follow-on project, "Simulation and Computer Directorate (SIMCOM)--- International Relations Exercise," (Washington, D.C. Industrial College of the Armed Forces, 1971) by George Draper and associates was developed to offer a more flexible tool for ICAF uses. SIMCOM will be featured in an article to be published in this magazine later in the year. SAGA OJCS's predecessor, Joint War Games Agency, OJCS, published "JCS Politico-Military Desk Games," in the late 1960s as an unclassified version of their Cold War Game techniques. Other data on the Cold War Game was published in 1972 by the Institute For Diplomatic Studies in "Cold War Game," (Institute for Diplomatic Studies, San Diego, Ca.1972). Unfortunately, data on current military and politico-military gaming and simulations techniques is usually not available and most published materials run from two to three years, and more, behind current materials.

University of California, Santa Barbara
 Professor Robert Noel, Director
 The POLIS Laboratory

After leaving Northwestern University, Dr. Robert Noel moved to UC Santa Barbara which has established the POLIS Laboratory as its major gaming and simulations research and teaching center. Although the newest of the major gaming and simulations studies centers in the academic community, the POLIS Laboratory has been extensively written about. "The POLIS Laboratory," by Robert Noel (American Behavioral Scientist Vol. 12, #6, July 1969), "Inter-University Political Gaming and Simulation Through the POLIS Network," by Robert Noel for APSA. "An Information Management System for Scientific Gaming in the Social Sciences," by Robert Noel and Thomas Jackson for AFIPS Conference Proceedings 1972; "Computer-Augmented Gaming and Simulations in International Relations," by Robert Noel (Draft); "All Man Simulations Among Decentrally Located Teams," by Thomas Jackson, AFIPS paper. The POLIS Laboratory papers cover the development of the Laboratory as a gaming and simulations study plant, the development of the POLIS Network for computerized gaming among various colleges and universities in southern California using teletype tielines, and projects at the Laboratory. A good deal of the history of the future of gaming and simulations will be written at the POLIS Laboratory.

Yale University
 Professor Martin Shubik
 Economic Gaming and General Gaming

Although he is primarily interested in economic gaming, no survey of politico and politico-military gaming and simulations literature would be complete without mention of Dr. Martin Shubik. Dr. Shubik edited an early game theory work, Readings In Game Theory and Political Behavior (New York: Doubleday, 1954) and followed it with Strategy and Market Structures (New York: John Wiley and Sons, 1964). Dr. Shubik's most recent project, in conjunction with the RAND Corporation, has been a survey of the gaming field which resulted in a series of papers including: On The Scope of Gaming (RAND P-4608) and On Gaming and Game Theory (RAND P-4609) which were published in March 1971.

Assorted Readings

When the lay reader has made an attempt to read some of the above publications he may wish to sample some of the major publications which cannot be considered as part of the main body of politico and politico-military gaming and simulations blocs we have discussed above. The following are worthwhile to any serious student of gaming and simulations.

Alker, Jr. Hayward R. and R. Brunner. "Simulating International Conflict: A Comparison of Three Approaches." International Studies Quarterly, Forthcoming.

Boulding, K.E. Conflict and Defense: A General Theory. (New York: Harper, 1962).

Goldhamer, Herbert and H. Speier. "Some Observations On Political Gaming," World Politics, October 1959, Vol. XII, No. 1, pp. 71-83.

Kahn, Herman. Thinking About the Unthinkable (New York: Horizon, 1962) and On Escalation: Metaphors and Scenarios (New York: Praeger, 1965).

Rapoport, A. Fights, Games, and Debates. (Ann Arbor: University of Michigan Press, 1960).

Schelling, T.C. Strategy of Conflict. (Cambridge, Mass.: Harvard University Press, 1960).

von Neumann, John and O. Morgenstern. Theory of Games and Economic Behavior. (Princeton, N.J.: Princeton University Press, 1953 ed.).

BOOK REVIEWS

*****Venture Simulation In War, Business, and Politics

By Alfred H. Hausrath (New York: McGraw-Hill Book Company, 1972) 398 pp. \$17.50.

It is indicative of the rapid growth of the gaming and simulations field that, within a few days of reading the literature survey found elsewhere in this issue, I should be reading Dr. Hausrath's book Venture Simulation In War, Business, and Politics. The survey seems to be begging for a single book to tie up the loose ends of the field; and this book does just that. If a person could read only one book now available on gaming and simulations it would have to be this one. Although the definitive history of gaming has yet to be written, and probably never will be, Dr. Hausrath's book comes as close to being an interim bible for gamers as anything I've read. \$17.50 is a high price for a book but this one is more than worth it. In fact, at \$17.50 it's a bargain price just for the glossary and bibliography which cover some 70 pages.

Anyone interested in the field had better read Hausrath's book, and soon, because it will become SOR (Standard Operating Reference) for us very soon. And, so impressed was I by its contents that I have decided to delay for an indefinite period publication of my own Guide to Gaming and Simulations. There is no point to repeating Dr. Hausrath's work and I could not improve on it.

Hausrath has impressive credentials for writing such a work. He was Chief, Military Gaming Division, for Research Analysis Corporation, McLean, Va., and its predecessor, ORO, before retiring to become a private consultant in the field. His entire academic and professional career have been devoted to gaming and simulations studies.

The book contains a brief introduction to gaming and simulations, some background information, an interesting discussion of the role of gaming, and then moves into the heavy material. The book is, frankly, a history of RAC's work in the field which, to me, is second only to RAND's efforts. In fact, RAC is the Army's RAND. Hausrath covers Operations Research and Analytical Gaming, Essentials for Gaming, Models: The Anatomy of Games, Types and Characteristics of War Games, Short-cut and Special-purpose Games, Business Games and Management Simulations, Strategic and Political Games, Gaming In Retrospect, Gaming In Prospect and, most valuable to the student, a Gaming Glossary and the Selected Bibliography. There are also subject, person and game index.

The book is, I think, over heavy on RAC and does miss some important gaming groups, such as The POLIS Laboratory at UC Santa Barbara but, what it does, and that is a good deal, it does very well indeed. /lwp/

*****"What a splendid time it would have been without Vietnam."

The above line is the last sentence of a book well worth reading in its own right: McNamara: His Ordeal In the Pentagon by Henry L. Trehwitt (New York: Harper and Row, 1971, \$7.95); which seems an appropriate introduction to a comparison of two very different, yet very similar books:

****Swords and Plowshares by General Maxwell D. Taylor (USA Ret.), (New York: W.W. Norton, 1972) 434 pp. \$10.00.; and

****Soldier by Lt. Col. Anthony B. Herbert (USA Ret.) With James T. Wooten (New York: Holt, Rinehart and Wiston, 1973) 495 pp. Book Club Edition.

Maxwell Taylor, distinguished soldier, statesman, and Presidential adviser tells, in Swords and Plowshares the story of his career. Taylor had previously written two works, Responsibility and Response and The Uncertain Trumpet, which laid the case for a strategy of flexible response---and a larger role for the Army in the nation's defense---before President-elect John F. Kennedy and Secretary of Defense-designate Robert McNamara. Taylor's career was remarkable, to say the least. In between Army assignments held a variety of positions; head of the Lincoln Center for the Performing Arts in New York and head of the Institute for Defense Analysis in Washington---at a salary of over \$50,000 a year (according to Paul Dickson in Think Tanks, p. 164)---in 1967. Taylor was a soldier's general, a general's general, and a politician's general: a record unmatched in American history.

For the record, the bookjacket says: "One of the great military heroes of recent American history tells the firsthand story of a life of action, gallantry, dedication---and some controversy. Graduated from West Point in 1922, he spent nineteen years making major, then three years in rising to major general.

"Maxwell Taylor fought in Sicily and Italy and made a dramatic visit to Rome while the city was still behind enemy lines. He parachuted into enemy-held France on D Day at the head of the 101st Airborne Division. Later he commanded that Division in the historic Arnhem drop in Holland and in the defense of Bastogne in the Bulge.

"With the coming of 'peace' Maxwell Taylor moved on from one challenging assignment to another: Superintendent of West Point; U.S. Commander in Berlin; Commander of the Eighth Army in Korea; then, under President Eisenhower, Army Chief of Staff, General Taylor took issue with the Dulles doctrine of 'massive retaliation.' Leaving the Army, he wrote The Uncertain Trumpet, which made the case for 'flexible response.'

"In 1961 President John F. Kennedy recalled Maxwell Taylor from his presidency of Lincoln Center to make a study of the Bay of Pigs fiasco and to assume active duty as the first military representative of the President, then as Chairman, Joint Chiefs of Staff. He worked with national leaders, including Robert F. Kennedy, Secretary Rusk, Secretary McNamara, and President Johnson during dramatic times of crisis. In 1965 he retired a second time to accept a year's duty as Ambassador to Vietnam and returned to fill a role as a key adviser to President Johnson in 1969.

"Maxwell Taylor's memoirs range from cadet days at West Point to the top of the military profession and a prominent seat at the national council table. The book ends with a fascinating review of firsthand lessons learned in the course of this unusual career and some guidance for the future national policy that will be seriously discussed now and in the years to come."

Of special interest to us is what Maxwell Taylor had to say about gaming and simulations which was, not surprisingly, very little. However, one interesting passage does come out of his book: "To form a basis for their judgments on force levels, the Chiefs directed the Joint Staff to draw up a series of politico-military scenarios, depicting plausible situations that might arise around the world. Then, using wargame techniques, the staff was to develop an estimate of the forces which would be necessary to cope with the early stages of hostilities in each hypothetical situation. I found this kind of analysis useful but certainly not fully effective in producing unchallengeable force requirements. No one would ever propose that the United States maintain in being all of the forces necessary to meet simultaneously all possible contingencies worldwide. In the end, the Chiefs still had to use common sense and some feeling for budget feasibilities before making their force recommendations." (P. 307).

Not surprisingly, if one reads Dickson's book, Taylor had almost nothing to say about his service as president of the Institute for Defense Analysis, the Pentagon's highest level "think tank." It is unfortunate, for us, however, because it was there that Taylor probably had his greatest exposure to gaming and simulation techniques.

Soldier is another matter. If Maxwell Taylor was a "general's general," in the classic mode: cool, suave, intelligent, etc. then Tony Herbert was a "soldier's soldier," in the same mode: gutsy, hard-nosed, and tough as shoeleather. It takes considerable digging to determine that Taylor and Herbert were in the same Army, of the same country, and fought in many of the same battles.

For the record, the bookjacket says: "Up to a point, Anthony Herbert's life was a fulfillment of the American Dream, an extraordinary success story beginning in a small Pennsylvania coalmining town and bringing him eventually to Vietnam as one of the best combat infantrymen and commanders our Army had ever produced.

"One of three boys in a Lithuanian immigrant family struggling to survive the Depression, Tony Herbert could conceive of no higher calling than a military career. Enlisting in the Army at seventeen, he made the most of his opportunities: he achieved a remarkable proficiency in every possible military skill; he was the most decorated enlisted man of the Korean War; he resigned temporarily to complete his education and returned as an officer, taking on increasingly sensitive assignments---training of Ranger and Special Forces troops, command of a battalion in the 1965 Dominican Republic intervention, secret intelligence missions around the world. By the time he arrived in Vietnam, he was a lieutenant colonel clearly destined for the top level of Army leadership. And then, in April of 1969, it turned.

"After fifty-eight days commanding a line battalion of the 173rd Airborne Brigade, having transformed it into one of the highest-rated U.S. combat units in the war, he was summarily relieved and given an efficiency report that effectively canceled all chances for further promotion.

"What had happened can be seen now as a familiar pattern of our times: the wages of a dedicated individual fighting the corruption of an honorable profession. Increasingly, and most pointedly in Vietnam as Inspector General of the 173rd, Tony Herbert had seen the leadership of that service to which he had devoted his life and considerable talents deteriorate into a careerist establishment riddled with negligence and bent above all on protecting its public image and power interests (or, as Herbert more effectively calls it, a service devoted to CYA, "Cover Your Ass."). He witnessed it in case after case of criminal malfeasance, of dereliction of responsibility, and of coverup by commanders. And almost alone of those who saw what was happening, he did not acquiesce; he reported what he saw; he pressed for investigations; he tried to instigate reforms. But the establishment prevailed. In the spring of 1971, having had to conduct and pay for his own investigation of the circumstances of his relief, he filed formal charges against his superiors, accusing them of covering up U.S. war crimes that he had witnessed and reported prior to his removal. His charges were dismissed, and after he and his family had been subjected to a campaign of humiliation and harassment, he took what he saw as his only alternative and retired from the Army at the age of forty-one.

If the bookjacket summary sounds melodramatic the book is even more so. The problem with Soldier is complex. The Doves will use it as a damning indictment of the Army, War, and God-knows what else. The Hawks will damn it as the complaints of a soldier who was turning "soft." Few will see in it the high drama of a man who's world is collapsing under him. Fewer will see it as an indictment of our times and the double standard we preach but do not practice.

Herbert has some interesting comments to make: on war as a game, on Maxwell Taylor, and on "Cover Your Ass" as an institution.

"I didn't develop any really sophisticated theories about teaching, and I still haven't. What seemed important was that the teacher know what he was talking about and be able to show as well as tell. One of the fallacies in Army training these days is that this kind of experience is no longer a part of the tradition. Kids are taught combat techniques by men who, through no fault of their own, of course, have never spent a moment in combat---and we wonder how it is that we turn out soldiers like Calley. What seemed important then---and still does---was that the students realise that the Army and war are not really games at all, even though it might seem that way at times...They (Army leaders) played games with their men, building their own egos with nitpicking orders that produced nothing but dissent and rancor among the men. So often I found it that way in the military: the rules and the regs and the juvenile cover-ups and the children's games. It had nothing to do with creating a system of discipline or building soldiers. It was simply an ego game." (P. 74-75).

"It was the summer of 1959, and the U.S. Army was then substantially altering a structural pattern that had stood for several generations. Under the direction of President Eisenhower and General Maxwell D. Taylor, it abandoned its basic Triangular system and moved into the nuclear age with a sparkling new organizational idea called the Pentomic Concept. ...But General Taylor and the President came up with the idea that, in nuclear warfare, the troops must be dispersed on the battlefield more widely than seemed, in their view, to be possible with the Triangular concept. Thus, the Pentomic concept was born. It was ridiculous."

For the details of that debate consult Soldier pages 76 and 77 and Swords and Plowshares pages 164 to 177.

And on Cover Your Ass, Herbert has this to say: "(It was from the Dolittle Commission) that a most damaging concept developed in the American military: Cover Your Ass. It still exists. CYA is simply the process whereby men in the Army find themselves pledging allegiance to a system of proprieties and paperwork rather than a personally demanding creed or a consuming purpose. As a result, with careers and rules and promulgations and memos and directives all hanging in the balance, many a man chooses simply to cover his ass rather than do the right thing. CYA and paperwork go together, and paperwork and stagnant minds go together, too. There are things to be done and so men do them---but first, they stop to cover their asses. They write it down and get it signed so that, with that signature, there is some proof of legitimacy, and they themselves are off the hook. Once it's down in black and white, that's it. It's history---and in the process souls are sold for "the good of the brigade." (P. 26).

Normally we won't be spending so much space on two books but the comparison and contrast of these two works, which we have only been able to hint at, is a striking indictment: of Herbert, or Taylor, or the Army, or of all us; just who isn't quite clear.

UP THE PEERISCOPE: NEWS OF THE DIPLOMACY WORLD

BRITANNIA RULES THE WAVES, BELGIUM WAIVES THE RULES

Allan Calhamer's game, DIPLOMACY, has taken off in Europe. New postal Diplomacy gamezines are appearing continuously in different countries. Postal Diplomacy zines have been published for several years on the United Kingdom and, more recently, in Belgium. And, as translations of the game appear in French and German (and Russian??) no doubt it will spread into central and southern Europe. The future looks bright for postal Diplomacy on the continent.

Most American (either Canadian or United States variety) Diplomacy players appear relatively ignorant about European Diplomacy activities. This is probably because few, if any, Americans are participants in European postal Diplomacy games. Distance and cost is the obvious reason for that. Most contacts are through sporadic letters and magazine trading arrangements. These limited contacts are useful but can have undesirable results. The recent debate on what kind of support an European region within the International Diplomacy Association should get from British publishers is a case in point. Some British publishers, fearing a Lord North in reverse, sounded the cry that the "Yanks are comin'" to dominate European (ne British) Diplomacy. Nothing could be more inaccurate. As Michel Feron pointed out European autonomy within the IDA was not only desirable it was a necessity. And, hopefully, in time Diplomacy will grow in Europe so that there will be a British region, a Belgium region, et al. When that day comes, and it will, IDA will truly be an International organization. For the moment it seems most wise for the IDA to promote itself in Europe by example and by achievement and not by power politics. Considering the time it took Britain to join the Common Market it may not be expecting too much to expect her entry into the IDA to be equally slow.

It is difficult for an American to evaluate European Diplomacy magazines, especially on the basis of only 2-3 copies of any single magazine and without the familiarity with personalities and issues which makes American Diplomacy such a microcopy of the USA, and Canada to for that matter. Still, the European zines are now too important to be ignored and too interesting not to be read. So, let's consider some of the better ones.

First, a few generalities. European (and I realise lumping Britain, Belgium, etc. into one group is dangerous but it is much easier) Diplomacy magazines are far more like American Diplomacy magazines than they are different. As the television story says, "Only the names, etc. have been changed to protect the innocent." European zines run on similar schedules, contain similar articles, letters, feuds, mistakes, etc. are printed by the same methods, etc.

Surface appearance, stamps and postmarks aside, would suggest European Diplomacy magazines are a transAtlantic carbon copy of American magazines. Such an assumption would be false, however. European Diplomacy magazines are different from American ones. The macroworld extends even to this microcopy. The differences are subtle, but nonetheless real.

European Diplomacy magazines are not, inherently, better as one European publisher hinted. Not in physical properties nor in content do they surpass the finest American efforts; either current or historical. Some of them have better publishing characteristics than some American magazines. Some of them have, infrequently, better articles about Diplomacy than many American magazines. Perhaps because they are fewer, perhaps because publishing a magazine of this type in Europe is no doubt more difficult, the European magazines tend to have a higher average than American ones. They do tend to be more polished (sophisticated in a word I loath). They tend to be more diplomatic in their name-calling. They do tend to be more historical in their press releases. And why shouldn't they be...after all, although Europe provided the subject matter, it was an American who created the game. In summary, European magazines tend to be more substantive than American magazines but they also tend to be more dull.

For anyone interested in examining European Diplomacy magazines the following magazines are well worth looking at. Most publishers will provide one issue gratis although 25¢ or 50¢ for postage is an appreciated gesture.

*****Michel Liesnard, Av. E. de Meersman, 43, B-1080, Bruxelles, Belgique publishes more titles, magazines, etc. than almost anyone except Conrad von Metzke and myself. The quality of most of his material is an exception, both in content and format, and if you need a crash course in French, this is a painless way to take it. In my opinion the finest European Diplomacy publisher.

*** Michel Feron, Grand-Place 7, B-4280, HANNUT, Belgium, is the second Belgium publisher. His sense of humor is keen and if you eyesight is (keen, that is) you'll have no double reading his magazine. Handicapped by a ditto printing process of dubious quality one only wishes he had a machine equal to his talent.

Don Turnbull publishes Albion which I cannot comment on as I have not seen a recent copy. His address is: Flat 13, Gilmerton Ct., Trumpington Rd. Cambridge, U.K.

**** Hartley Patterson, Finches, 7 Cambridge Rd. Beaconsfield, Bucks, HP9 1EW, UK publishes War Bulletin which gets high marks because he had the good sense to reprint my series Strategy and Tactics of Diplomacy.

**** John Piggott, 17 Monmouth Rd. Oxford, OX1 4TD, UK publishes Ethil The Frog which is symptomatic of the European preoccupation with animals (mostly cats it seems).

*** Richard Walkerdine, "Cheriton," 15 Crouch Oak Lane, Addlestone, Surrey, KT15 2AN, UK, publishes Mad Policy, an excellent name for a Diplomacy magazine.

*** Graham Jeffery, 8 Rusholme Rd. London SW15 3JZ, UK, publishes Der Krieg which is a intriguing title for a British magazine.

All of the European magazines are worth looking at, something one can't say for all American magazines. And, in time, they'll produce a few limmies to go with our oranges.

DIPCON LOOMS IN CHICAGO

Somewhere in this issue is an announcement for DIPCON VI to be held in June in Chicago. Member publishers of the IDA are urged to attend members to attend the DIPCON. Consider yourself so urged.

INTERNATIONAL DIPLOMACY ASSOCIATION

The IDA's official newsletter Diplomacy Review has just been published with news of the activities of that organization under its new leadership. Membership is \$2.00 to Walt Buchanan, R.R. 3, Lebanon, Ind. 46052. A good investment for any Diplomacy player.

EVERYTHING FROM CONRAD VON METZKE

The publisher of Costaguana, Conrad von Metzke, has assumed many of the responsibilities of recordkeeping in Diplomacy. Conrad is doing a great job and I wanted to commend him for it.

PUBLICATION OF WHO'S WHO DUE IN LATE APRIL

The Who's Who in Diplomacy is a publication that has been prepared for some time and is now ready for publication.

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PRESENTED FOR INFORMATIONAL PURPOSES

simulation design group

A DRAFT PROPOSAL FOR SIMULATIONS OPERATED BY THE IDS

by Michael W. McGuire & the membership of the SDG

The realm of gaming and simulations consists of a diverse collection of novice, intermediate and veteran gamers. One goal of the IDS should be to service the needs and capabilities of all these gamers. To utilize one type of simulation for this purpose would require an unreasonable and impossible design compromise. Such an all-purpose simulation design would tend to leave both novice and veteran dissatisfied; the novice would feel unhappy because he was required to handle too many variables and too much complexity in too short a period of time, and the veteran would feel unhappy because the simulation lacked sufficient depth and challenge.

A solution to this problem would be to create three separate and distinct simulation systems aimed at the three basic types of gamers. By eliminating the need for a compromise, these simulations would be geared to attract participants on a repeat-basis. A satisfied gamer will be tempted to return to try his hand at yet another simulation exercise.

Level 1: The Novice Gamer & The Mini-Sim

Many novice gamers are students interested in a challenge to their intellect that isn't going to rupture their pocket book. Of further consideration is the fact that people are hesitant to invest in anything with which they have little prior familiarity. Thus, price is a major consideration in designing sims for novice gamers. Initial analysis indicates that \$5-7 is a reasonable entrance fee for the mini-sim.

Simulation length is another important factor. A brief and cursory sim is self-defeating because it will not generally stimulate long-term interest in gaming; and an excessively long sim will tend to dissipate the initial interest generated by the participants. A period of three to four months appears to be the happy medium in this area.

A typical turn cycle would be 20 days. Mailing time for game papers would consume 12 days (6 days in each direction); each participant would be allowed three days to prepare his moves and decisions; and the gamemaster would be allowed five days to process turn results.

The number of simulation participants must be held to a minimum. An increase in numbers will result in an increase in complexity; simplicity is the key to this type of sim. Six appears to be an adequate number of participants for a successful mini-sim.

/45/

The mini-sim must be designed to stimulate participant interest by offering an easy to play, but challenging 'game'. The subject matter chosen must center around a recent and thought-provoking event which is relatively well-known by all participants. A typical mini-sim should be six turns dealing with a major political, diplomatic, military, economic or social crisis. The sim should escalate progressively through the first several turns of a crisis, and end with a climax at the end of the exercise. The mini-sim is not designed to be the great crisis simulation of history; it is designed to introduce the novice to the world of simulation exercises.

Approximately three mini-sims could be operated per year.

Level 2: The Intermediate Gamer & The SSE (Standard Simulation Exercise)

The SSE represents an expansion of the concepts formulated in the mini-sim. The entrance fees (\$15-20), simulation length (8-12 months), number of participants (12-20), and scope will all expand to meet the Level 2 criteria. The participants in the SSE will be people generally familiar with the ideas of simulation exercises and willing to pay increased fees for an increased challenge to their intellect.

The specific design of the SSE will represent a logical extension of the mini-sim. However, greater scope, complexity and variety will be possible; no longer will it be necessary to limit the subject matter to only current events. While the mini-sim represents the bare necessities — the SSE allows for the addition of some of the desirable 'luxuries'.

One SSE should be operated per year. Two are possible if there is sufficient interest generated.

Level 3: The Veteran & The ADEX (Advanced Simulation Exercise)

The ADEX represents yet another level in the structure built upon the foundation of the SSE. Once again the entrance fees (\$25-50), simulation length (12-36 months), number of participants (5-50), and scope will increase. The ADEX is designed for the veteran, and represents treacherous ground for the novice.

This major simulation could be an on-going design which represents and recreates the history of an entire region through the days, weeks or years of past, present or future times. This simulation need not begin with a crisis situation (although a crisis situation is usually desirable); unique and integral crises will occur spontaneously during each simulation. The ADEX represents the ultimate in PBM simulation exercises.

The Tri Theta Epsilon exercise currently being operated by the IDS could easily serve as a model of a typical ADEX exercise.

No more than one ADEX should be operated at any given time.

Final Comments

All of the IDS operated simulations should represent a complete, well-researched and professional simulation effort. Through this program people will be introduced to the IDS, educated and entertained by the world of simulation exercises, and given one of those rare opportunities to utilize their intellects and imaginations. With those prospects — this proposal is well worth pursuing.

Michael W. McGuire
11 March 1973

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HELP!!!!!!

The Institute needs your help. We currently maintain a clipping library of thousands of articles covering more than 500 different subjects ranging from ABM to Zambia. The clipping library is, perhaps, our most valuable single resource. Its contents cannot be duplicated by any private collection I am aware of. Equally important, it is a good tool which is available to members doing their own research.

However, the clipping library is not complete. Currently it includes articles from the following major news sources: Associated Press, Universal Press International, Los Angeles Times, Christian Science Monitor, San Diego Union and Evening Tribune, Time, Newsweek, USN&WR, and Psychology Today. From time to time other sources are included from a variety of foreign sources, government sources, books, etc.

We would like to expand the clipping library to include other important sources and representative sources from other countries, etc. We especially want clippings from major city newspapers or wire services: New York Times, Washington Post, etc.; editorials on foreign affairs, political affairs, military affairs from any newspaper; columns of national importance; and Sunday features which appear in many newspapers on these areas.

The subject matter we are interested in is very broad: individual countries, alliances, military affairs, weapons systems, foreign political affairs, major and minor international crises, gaming, natural resources, etc. A complete list of all subjects will be included in the IDS member handbook to be published soon.

At this time we are especially interested in the following subjects: SALT/MBFR, The B-1 bomber, Trident submarine project, Eastern Europe (especially Czechoslovakia and Yugoslavia), the Sino-Soviet Conflict, and activities of past and current Presidential Cabinet members.

Can you help? We hope so!! If each of you can contribute only 1-10 articles per month it would be a big help. As you come across articles of potential use to us, clip them, date them (very important) and give name of newspaper or zine from. When you have 3-4 ounces worth send them along and we'll reimburse you for postage.

The International Game Show



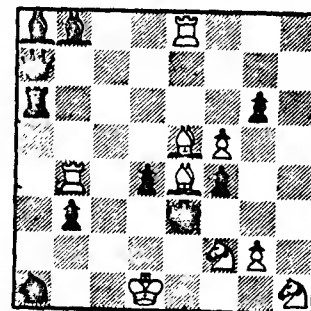
Diplo-Con VI



Will Richard Ackerly keep the title of world's greatest DIPLOMACY player?or will some unknown, like Edi Birsan, Brenton ver Ploeg, or Doug Beyerlein win it away from him? Come to the Second Annual 49-player Diplomacy Tournament and find out! The top prize this year, in addition to the Diplomacy Cup, will be an inlaid wooded Diplomacy board, valued at \$100! Also featured will be a discussion of the strategy and tactics of the game by Allan Calhamer, meetings of IDA & TDA, panel discussions on the future of the game, and much, much more.

Mate in two! Can you?

IF YOU CAN, then you will want to pit your skill against one of the Chess Masters giving a simultaneous Chess Exhibition on both Saturday and Sunday. You will also want to see the fabulous collection of ancient Chess sets, and artifacts of old and precious games in the museum exhibit displayed throughout the game show.



White mates in two

Chicago II

The largest Historical Conflict Simulations Convention in the United States will convene again in Chicago for your pleasure and enjoyment. Featured will be every type of miniatures game you could want; Napoleonics, Modern, World War II, Naval (both WWI & WWII), American Civil War, Medieval, and Fantasy. A major tournament in board games is also planned. Prizes will be superb at this convention, top prizes in each event will be valued at \$20, or more!

JUNE 22, 23 & 24, 1973 are the dates to keep open on your calendar for the INTERNATIONAL GAME SHOW. Held this year at the BISMARCK Hotel, LaSalle & Randolph, in Downtown Chicago.

Fees;	Friday June 22 2:30PM-12:00PM	Saturday June 23 9:00 AM- 12:00PM	Sunday June 24 9:00AM-8:00 PM
Spectator	\$1.00	\$2.50	\$2.50
Chess only	----	\$3.00	\$3.00
Player (all events)	\$2.00	\$5.00	\$5.00

For prepayment; -50¢/day spectator/chess; -\$1/day player. Room Accomodations, in beautiful, newly remodeled rooms is a fantastic \$16/day for Singles and \$22/day for Doubles!

International Game Show 205 W. Wacker Chicago. 60606

June 22, 23 & 24, 1973

Chicago Chess Club

Institute For Diplomatic Studies

P. O. BOX 8416

SAN DIEGO, CALIFORNIA 92102

2 April 1973

Office of the Director

A MESSAGE TO THE READERS OF XENOGOGIC

It is still too soon to tell whether XENOGOGIC will be a success, in the sense that permanence is a sign of success, in its new format or not.

The reactions to the first issue were, for the most part, good. For the many of you who bothered to write us with comments on the magazine and wishes for success, our thanks. Time did not permit, in most cases, individual responses to your letters. Our reactions to your suggestions, where we felt they had merit, are contained in this issue. One thing, however, did disturb us. There was a common reaction which we did not expect. In general it was phrased this way: "I liked such-and-such; print more of that type of material. I did not like such-and-such; do not print that kind of material." In looking over and comparing such comments we did discover that such remarks were made about every article which appeared in the last issue. So, everybody seemed to find something they liked and something they didn't like. We will, in the future, continue to print material which may, at casual glance, appear to have only marginal connection to gaming. Be assured, however, that each thing we do publish is published for a specific purpose.

Another thing that bothered us, to be frank, was the lack of response to our offer/solicitation for correspondents, etc. There was not one specific response to that offer. Therefore, most of this issue was written by us which, frankly, tends to be a drag. We hope, in time, to recruit new contributors.

Third, the response, subscription-wise, from the Diplomacy community was not as good as we had expected. This is, probably, because the amount of Diplomacy material in the first issue, was minimal. However, without a definite indication of support from the Diplomacy community we will not continue to increase our coverage of Diplomacy activities. This issue incorporates Up the Peeriscope which we intend to use as our Diplomacy news vehicle. However, without the support of Diplomacy publishers the feature will be of only marginal use.

So, on the balance we have cause for hope and reason for worry. Not a bad beginning but not a great one..

This issue will be sent only to subscribers, a few trading partners. IDS members will receive a copy of PEERINALIS in a few weeks with news of IDS developments.

sdg

simulation design group

'NAM: The Southeast Asian War

The War in Vietnam. For more than twenty-five years this dirty little war has brought death and destruction to Indochina. For more than a decade American GIs have been struggling through the longest war in American history. And through it all the controversy and debate has raged. Is it Communist aggression? Is it American imperialism? Is it a mistake?

'NAM lets you answer the questions. As an American President or other world leader you will make the decisions that will affect the course of history in Southeast Asia. Will the US press for a Victory in Vietnam or a unilateral withdrawal? The decision is yours in 'NAM: The Southeast Asian War.

'NAM is the first simulation game to give both hawks and doves an equal opportunity to put their opinions into action, and to see the consequences portrayed in easy to understand terms. Can the doves prevent the war from becoming a bloodbath? Can the hawks win without triggering a nuclear holocaust?

The questions and the answers await you in 'NAM: The Southeast Asian War.

[An excerpt from the Rule Book]

This game, a product of the Simulation Design Group, is played on a stylized map of Indochina. The players represent the major groups fighting in the region. The USA, Viet Cong, Chinese, Laotians, Cambodians, North and South Vietnamese are all included.

During the course of the game players may infiltrate, reinforce, seize provinces and cities, negotiate or withdraw in an effort to achieve various strategies which they have selected. Strategy selections range from unilateral withdrawals to major invasions. But the players are never free from the influence of the Public Opinion cards.

'NAM provides players with the full gamut of options. The US player may bomb, blockade or invade North Vietnam. Or perhaps employ nuclear weapons. Or conduct a unilateral withdrawal. The North Vietnamese player may invade Laos, Cambodia or South Vietnam. Or he can mobilize his army reserves. Or negotiate a cease-fire.

For the first time anti-war advocates will have an opportunity to meet the hawks face-to-face and win — or lose. It's anybody's victory, defeat, draw or stalemate in 'NAM: The Southeast Asian War.

Gamers interested in hearing more about 'NAM may contact:

Michael W. McGuire
PSC Box 3386
Victorville, California 92392